

LESSON 2: NEGOTIATING



*case study
negotiation
positional bargaining*

PURPOSE

Negotiation is a way of life. We are involved in it every day. When we negotiate with our parents on how late we can stay out, with our teachers for a make up test, with our boss for a raise, or with our friends when deciding which movie to go to. Earlier in your JROTC classes we discussed communication and working out conflict. They are important elements to the negotiating process. What we will address during this lesson is an effective way to negotiate to a win/win solution.

POSITIONAL BARGAINING

Most often as two people begin to discuss their differences they begin with their position. What they believe in and what they want from the discussion. Once you have determined what your position is, you go about arguing for it — even demand it. It is from that point you begin to compromise and barter away at your demands and walk away unsatisfied, angry, and feeling like a loser. On the other side, if you yelled loud enough and

long enough and you were able to beat down your opponent, you might walk away with all your demands and feeling successful in the process. However, you notice your relationship with this person has degenerated and you feel sad about having lost a friend or classmate.

When you negotiate you want to be fair. There are three criteria for fair negotiations: Produce a wise agreement, be efficient; and improve or at least not damage the relationship.

When you argue over positions you have not taken the time to explore other alternatives. Therefore the decision you come up with may not be the best available solution. When you argue over positions you are not being efficient because you are not listening to each other and most likely repeating your position over and over. You are not moving forward to solutions. When you argue over positions the relationship can be damaged. Anger sets in and words are said and often not forgotten. You might win this battle, but you also might lose the war.

Principled negotiation is neither soft (giving in) or hard (controlling). It is based on the criteria for fair negotiations and focused on a win/win for all parties. If a win/win is not possible at the time of negotiations, you can agree to have a win/win or no deal, set aside the negotiations and return at a time that the parties can search for the third alternative.

When using soft negotiations the participants are friends, seeking agreement, making concessions, trusting others, changing positions easily, accepting giving things up to reach an agreement, and yielding to pressure. When using hard negotiations the participants are adversaries, maintain the goal of victory, demand concessions from others, distrust

others, try to win a contest of will and apply pressure.

Principled centered negotiations are neither soft nor hard. They are the third alternative to negotiations and are focused on win/win situations.

Principled centered negotiations have four basic points:

- People — separate the people from the problem.
- Interests — focus on interests, not positions.
- Options — generate as many as you can.
- Criteria — results are based on an agreed upon set of objectives or standards.

Some ways to keep focused on win/win principled center negotiations are:

1. Have clear goals, understood and agreed upon. Use the goals to test whether issues are relevant or not.
2. Be on the lookout for win/lose. It can develop subtly. If you feel under attack, or feel yourself lining up support, you are likely in a win/lose contest.
3. Listen empathetically to others. Stop yourself from working on counter arguments while another person is speaking. Take the risk of being persuaded. Try the other person's reasoning on for size.
4. Avoid absolute statements that leave no room for modification. "I think this is the way . . ." is better than "This is THE ONLY way . . ."

5. If you are planning for others, provide some means for their involvement. The doers should feel that they can have influence on decisions that affect them.
6. Try to make decisions by consensus rather than by victory of the majority.
7. Test to see that trade-offs and compromises are truly accepted by all.
8. Draw a continuum line and have members place themselves on it regarding the issue. It often occurs that the different "sides" are not far apart.
9. Be alert to selling or winning strategies in others and avoid using them yourself. "Any intelligent person can see the advantages . . ." would be a danger signal.

When the parties involved in the negotiation first identify the outcome, then discuss interests, begin to generate possibilities to reach the outcome and ensure the interests of each party are met, then the relationships will either be maintained or increased, there will be a wise agreement and the parties would have used their time efficiently.

CASE STUDY

You and your friends are planning for the weekend. There has been discussion around going to the movies, renting a movie and watching it at someone's home with popcorn and soda, going ice-skating or attending the football teams practice game. You and your friends have been discussing these options all week. It is now Friday and time to decide what you will do. You really

want to go to the practice game because your younger brother is on the team and you want to support him. Your best friend wants to watch a movie at someone's home because he does not have enough money to go out to a movie or ice skate. There is a long awaited movie on at the theater that your other friend has been waiting to see. Although everyone likes to ice skate, none of your friends are pushing hard for that.

How would you negotiate a win/win situation with your friends?

CONCLUSION

As we have learned in this lesson, negotiation is a way of life. We are involved in it every day. As discussed earlier in your JROTC classes, communication and working out conflict are important elements to the negotiating process. The key concepts to put into practice from this lesson are the effective ways to negotiate to a win/win solution.